

INTELLIGENCE ACTIVITIES

17 July 1967

COORDINATION OF RESEARCH, DEVELOPMENT,
AND ENGINEERING (RD&E)

1. OBJECTIVES

a. Research, development, and engineering (RD&E) of new techniques and equipment for collecting, processing, and evaluating intelligence data is vital to CIA, as is the contribution research and engineering can make to communications and the security of intelligence activities. It is essential that RD&E efforts be responsive to the total needs of CIA and that scientific and engineering advances be promptly exploited to maintain and improve technological advantages wherever possible. Although there has been commendable progress in the development of common and effective R&D programs within the Agency, further improvements are desirable to achieve our objectives. In particular, better coordination of RD&E is necessary to increase our efficiency; preclude duplication in contracts and fragmentation of effort, and otherwise improve over-all Agency performance.

b. Communication and understanding are inherently difficult whenever a broad spectrum of technology supports widely diverse operational functions such as those of the Agency, and a particular objective is to facilitate communications between those elements of the Agency conducting research and exploratory development, those concerned with development and engineering work directly supporting operational units, and those responsible for operations. Deliberate and conscious efforts must be fostered on the part of all involved with our RD&E to obtain the desired degree of understanding between those engaged in research, development, engineering, and operations.

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c. A procedure is necessary by which Agency RD&E needs can be identified and consolidated into a coordinated plan for RD&E. Monitoring of all proposed and active RD&E programs is required so timely information on the over-all status of RD&E work implementing the plan can be maintained. By centrally coordinating planning, and monitoring, while maintaining decentralized execution of projects, Agency talent may be effectively grouped to exploit expertise in research, and at the same time retain engineering support in close contact with operational elements.

2. PROCEDURES

a. The Deputy Director for Science and Technology is responsible as a staff officer to the Director for coordination of Agency RD&E programs and is authorized to appoint a Special Assistant to aid him in this assignment.

b. The DDS&T, in response to the annual Agency program call, will convene a meeting of the other Deputy Directors, at least annually, to insure the consistency of the proposed RD&E effort with the Agency's goals and objectives. A further objective of this review by the Deputy Directors will be to develop planning guidance for future RD&E and discuss alternatives within the over-all resource levels available.

c. Proposed RD&E program plans including cost estimates will be prepared by offices engaged in RD&E activities in accordance with the Agency planning instructions. Before inclusion in Directorate plans, the office proposals will be coordinated and consolidated by the DDS&T into a single, complete Agency RD&E plan. He will seek resolution of areas of duplication among the offices and identify RD&E gaps which may not be recognized by the offices. This complex task will require the full cooperation and assistance of all elements of the Agency and necessitate full access by the DDS&T to complete program needs and details. The plan, together with any Directorate comments, will be submitted to the Executive Director-Comptroller for the Director's review and action.

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d. The DDS&T will participate in any significant reprogramming or replanning which may result from budget actions, shifts in program emphasis, technical breakthroughs, or changes in Agency goals.

e. The DDS&T will establish mutually acceptable procedures with the other Directorates so that significant procurement requests for proposed RD&E undertakings will be reviewed by them to insure compatibility with the previously approved Agency-wide RD&E program. If requested by a Deputy Director, any proposed action will be technically reviewed by the DDS&T, and all actions requiring the approval of the Director will be technically reviewed by the DDS&T. The DDS&T will discuss proposals with the office involved if there are any problems, and recommend appropriate changes or modifications.

f. The DDS&T will work with the research, development, and engineering organizations to improve the over-all quality of technical effort and promote the use of common administrative procedures and practices among the RD&E elements.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

R. L. BANNERMAN
Deputy Director
for Support

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